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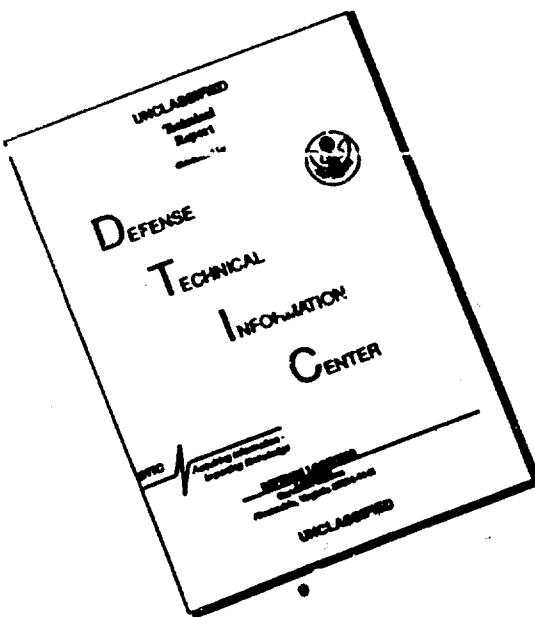
MANPOWER AVAILABILITY: LOST
TIME VS. ON-THE-JOB TIME



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LOGISTIC MANAGEMENT INDICATOR GUIDE

Prefatory Note

This Logistic Management Indicator Guide is a summary report and compilation of the information necessary for the implementation of the indicator stated. It is one of an interrelated series which, taken together, comprise the key indicator system designed by APJ for application to the USAREUR Logistic Management function.

The standardized format shown in the Table of Contents below is uniform to the series.

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**LMI R2: Manpower Availability: Lost Time
Versus On-the-Job Time**

R2-1.

Statement of LMI

1.1 A major element of logistic management is the effective use of manpower available to the manager. This subject is particularly important during periods when personnel shortages reduce manpower resources below required levels. Personnel shortages can be alleviated to some extent by obtaining the maximum utilization of available personnel. Conversely, ineffective use of available manpower results in personnel shortages creating even greater problems. Therefore, the maximum utilization of available manpower resources is a matter of prime concern and one which should be continually reviewed at all levels of management.

1.2 The categorization of maintenance personnel utilization is established in TM 38-750-1. The major categories established in this document are: Productive Time, Non-productive Time, Duty Absence and Non-duty Absence. This LMI measures the Duty and Non-duty Absence categories.

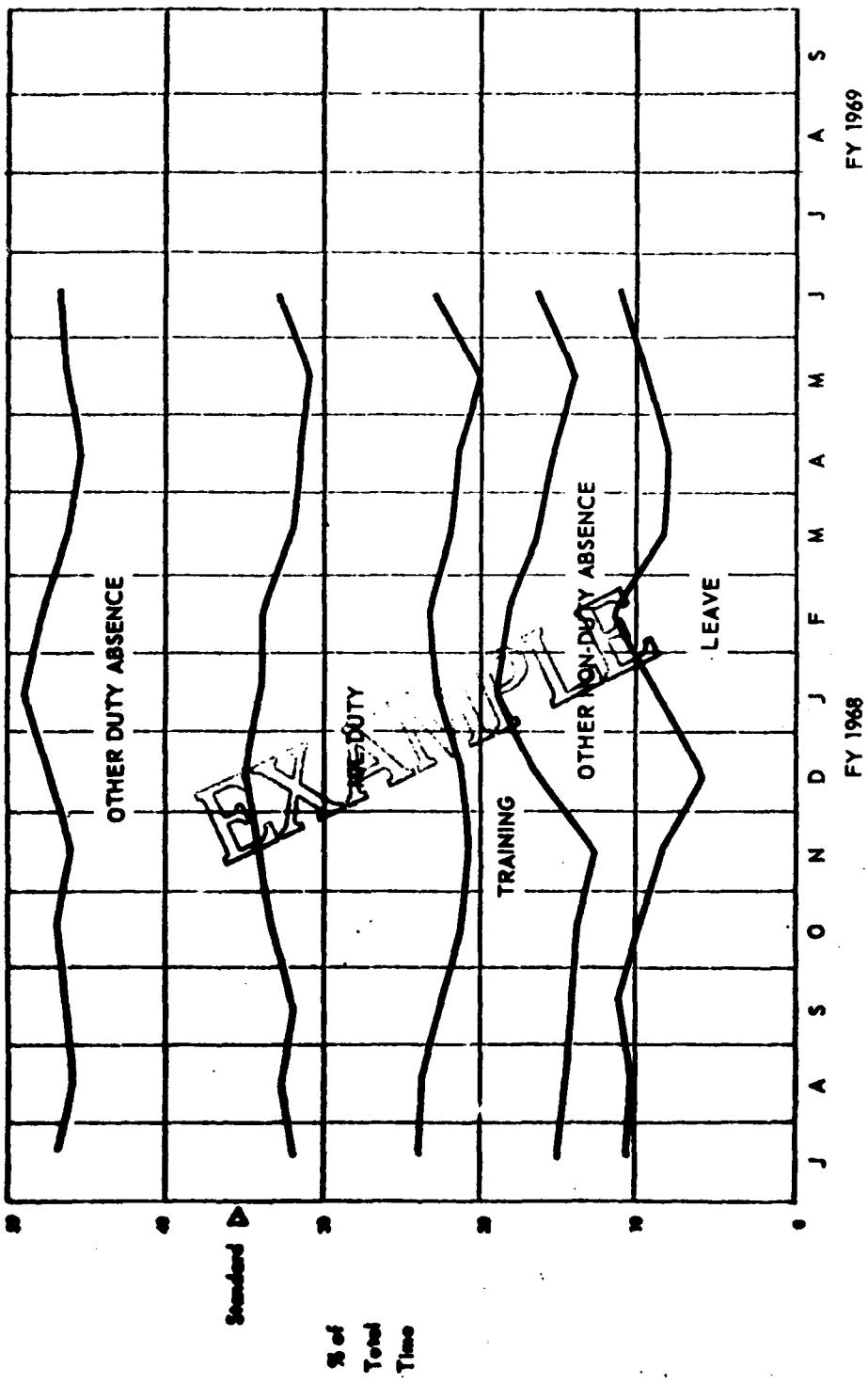
Duty Absence includes absence from the primary job assignment for reasons of military training, organizational or installational duties, TDY, and personnel processing. Non-duty Absence includes time on pass, leave, sick leave, medical absence, personal affairs, AWOL, and compensatory time off for overtime. These absence categories are considered to be equally applicable to supply and transportation personnel.

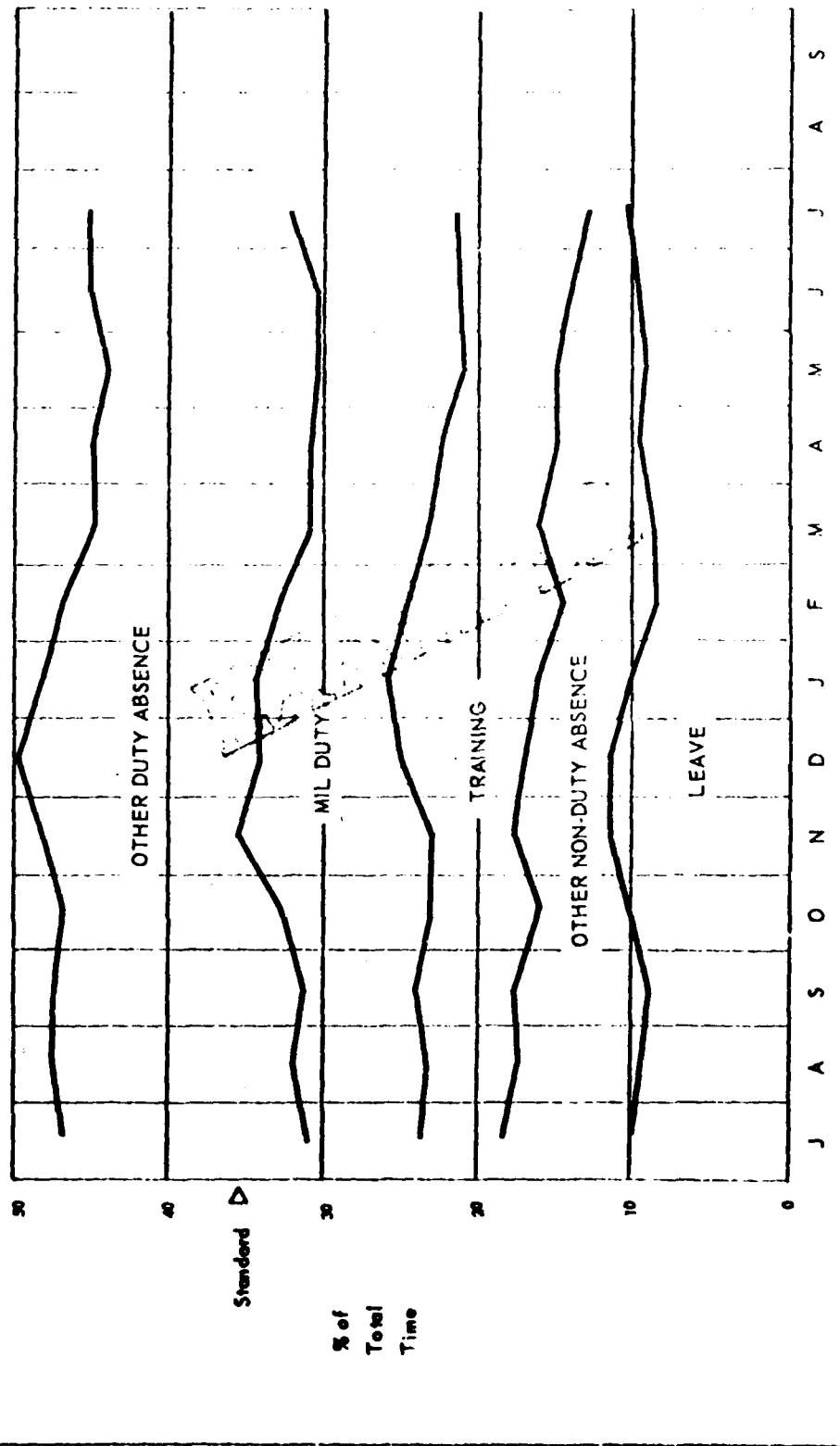
1.3 It can be seen that certain of the reasons for absence discussed above are mandatory and others are highly desirable for morale purposes. However, some are within the control of the Commander and actions are possible to insure that lost time is not excessive. Scheduling of training, pass policies, utilization of personnel for details and for military duties outside the normal work assignment area are all susceptible to command control to some degree.

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R2-1. Statement of LMI (Continued)

- 1.4 Measurements of time absent from the primary work area are therefore considered primary indicators of the effectiveness of logistic management. This LMI provides measurements of this time in each of the three major logistic functional areas of maintenance, supply and transportation for USAREUR, Seventh Army and COMZEUR.
- 1.5 Measurements are primarily restricted to organizations directly engaged in productive work in the three major logistic functional areas. It is not proposed to apply the measurements of this indicator to command and administrative headquarters. Normally, measurements are related only to military personnel. APJ studies have shown that lost time by Department of Army Civilians and local national personnel occurs at a considerably lower rate than that for military personnel, and usually for reasons which are less subject to the control of the manager. However, the data sources and data processing are so arranged that such information can be made available when required.
- 1.6 The information provided by the LMI Guide and the analysis of this information provides the basis for corrective action, when required. It is highly important that action be taken to manage areas in which excessive non-productive time is revealed. Particular attention should be paid to the areas of training and military duty. When problem areas arise action should be taken, as a minimum to:
- a. Reduce unessential or unproductive training.
 - b. Develop policies related to the use of technical personnel for housekeeping and other military duties.
 - c. Establish and revise them promptly when necessary.

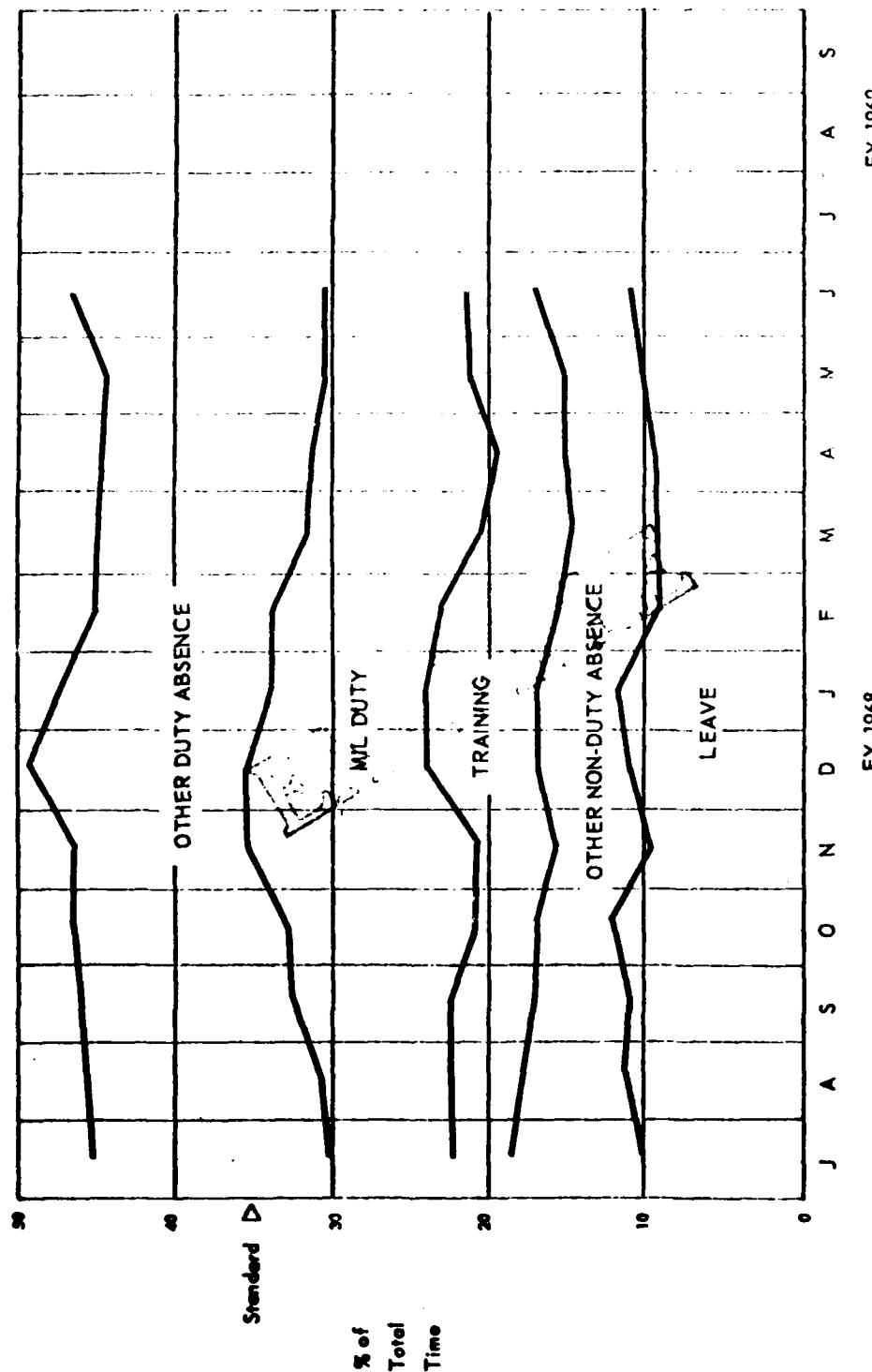




FY 1968

Absence Rates - Military Personnel Maintenance - USAREUR
1 January 1968

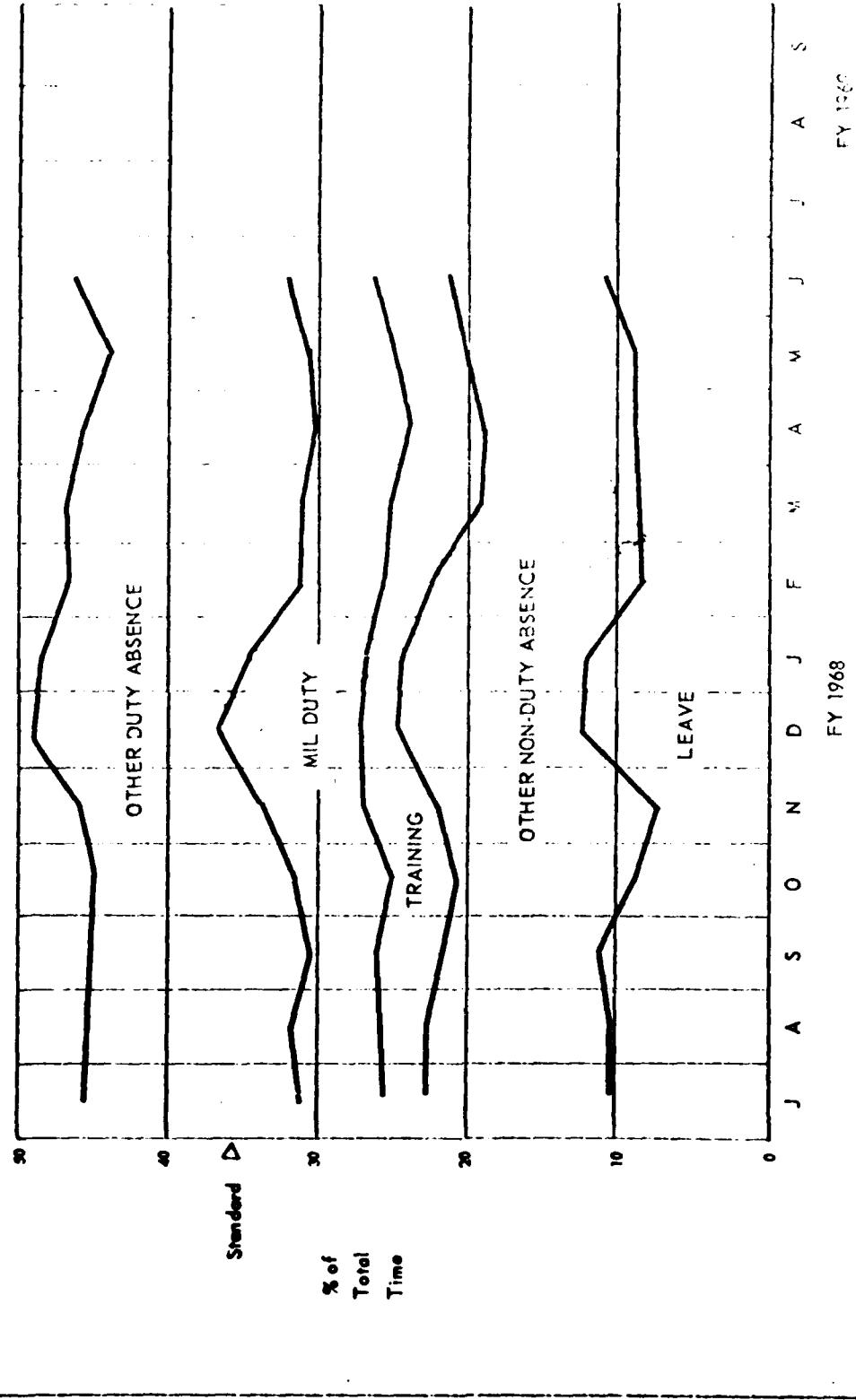
R2-F2



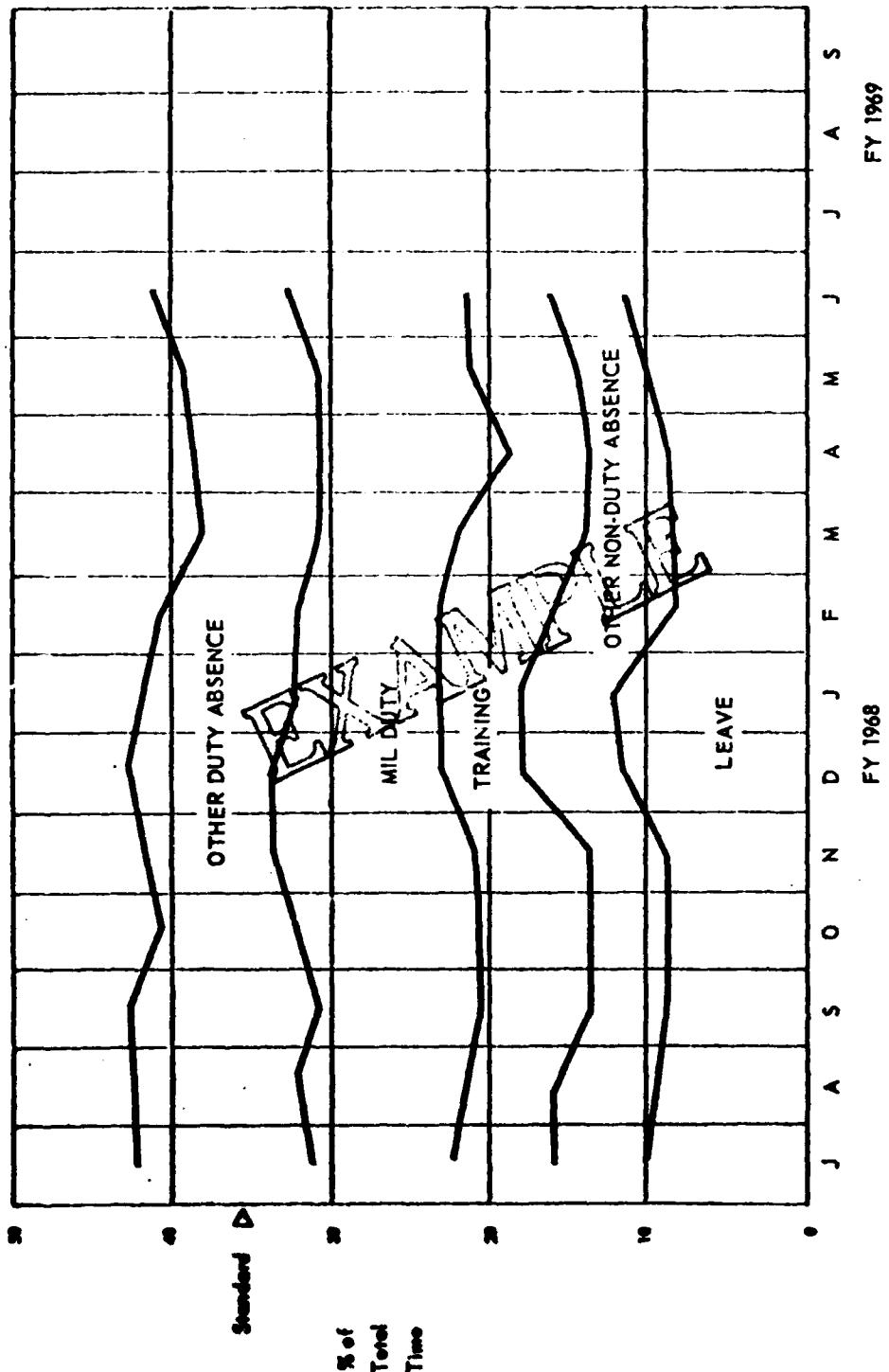
Absence Rates - Military Personnel Transportation - USAREUR

4 January 1968

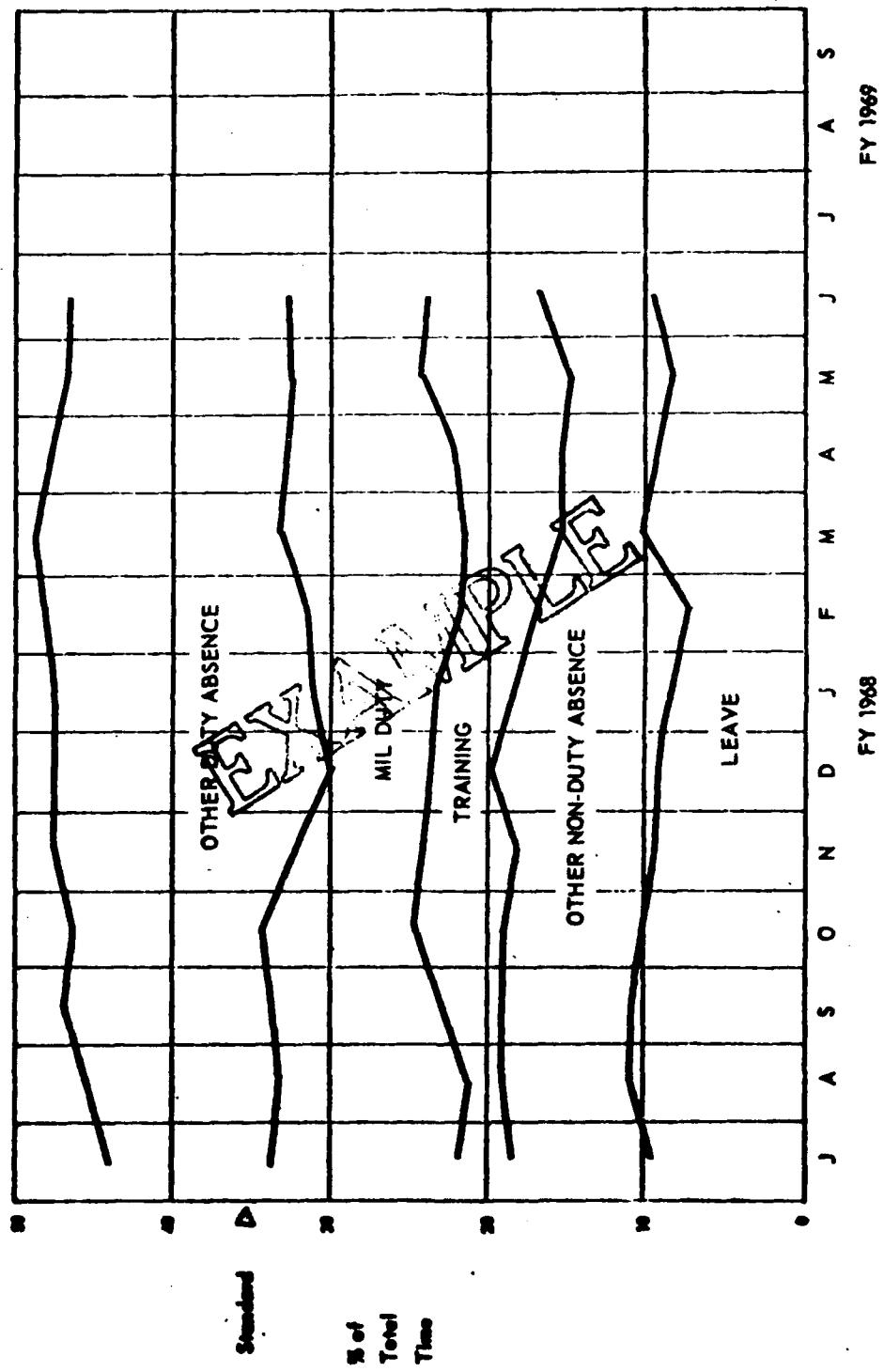
R2-F3

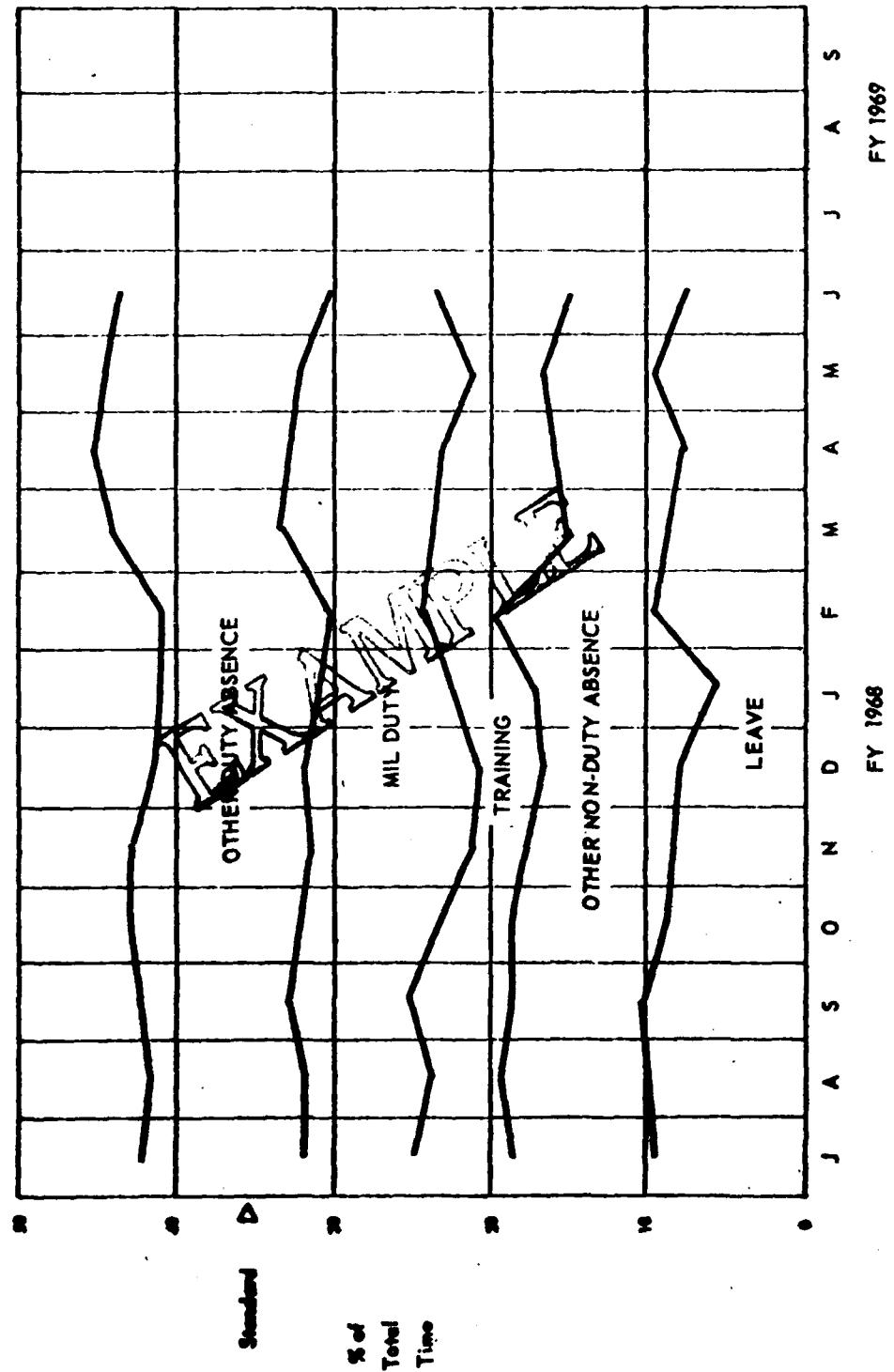


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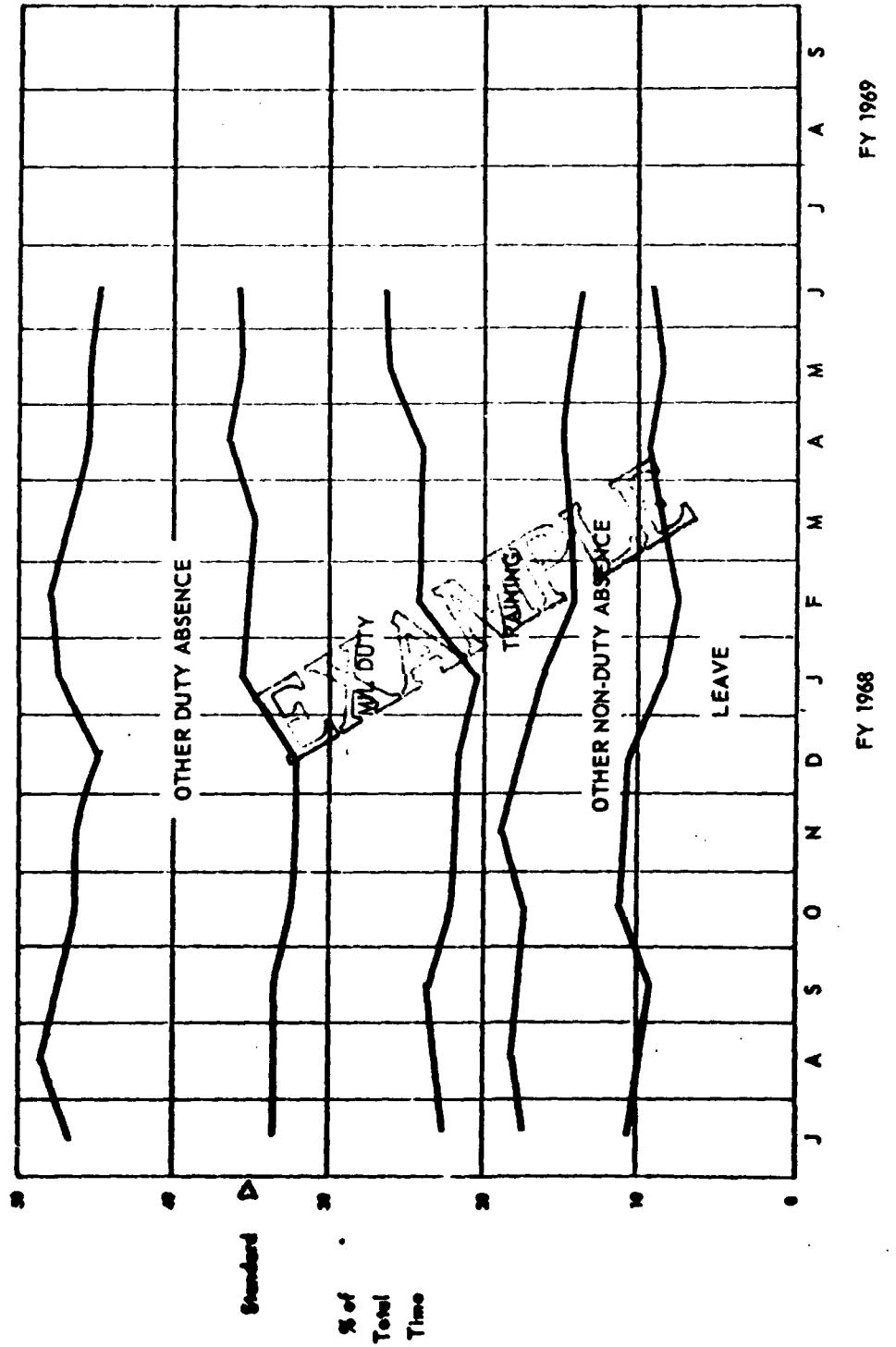




Absence Rates - Military Personnel Supply - COUZEUR

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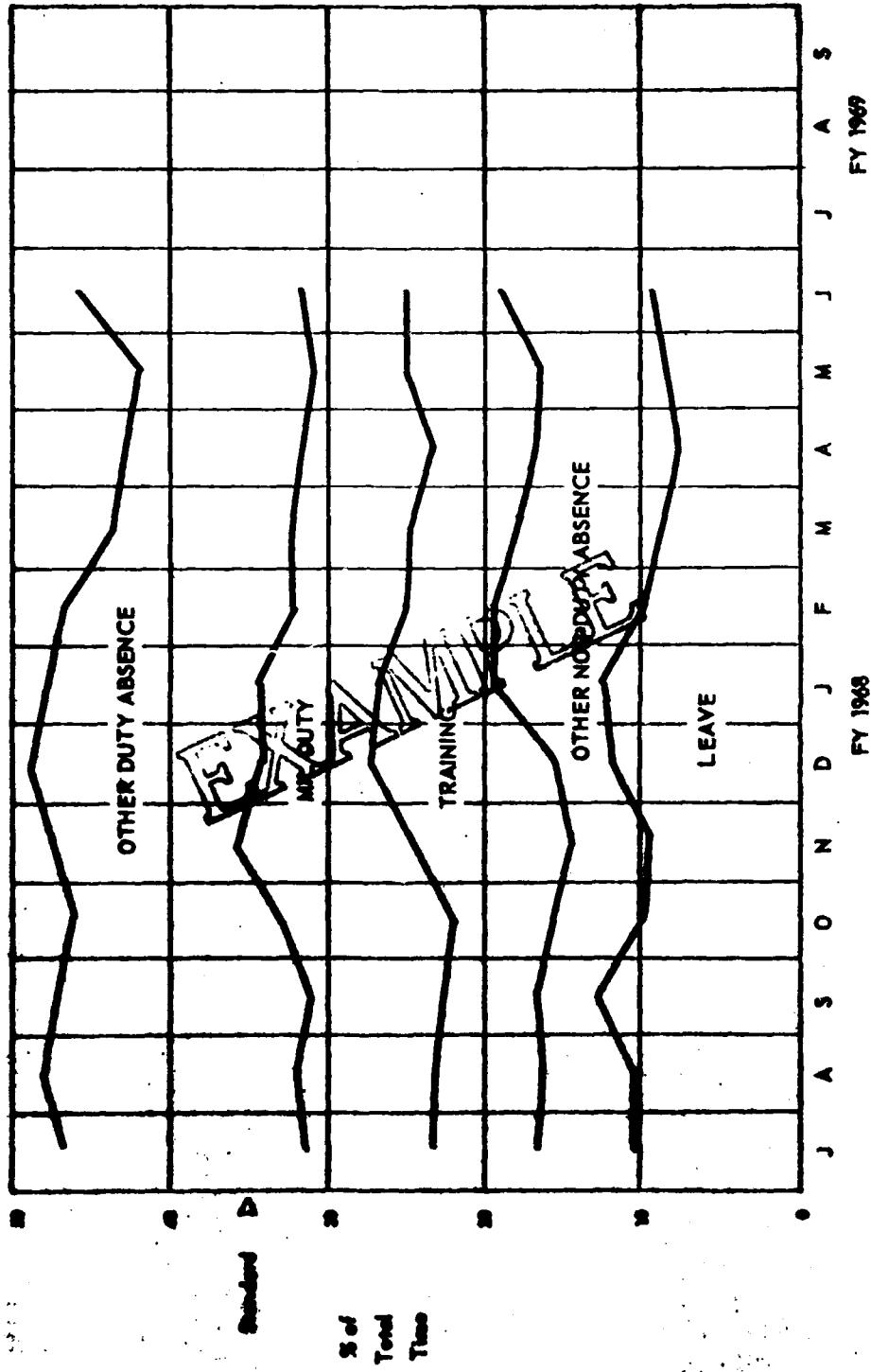
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4 January 1968

Absence Rates - Military Personnel Transportation - CONZEUR 4 January 1968



**LMI R2: Manpower Availability: Lost Time
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R2-2. Primary and Secondary Presentation Formats

2.1 Primary

These Formats will be provided separately for USAREUR, Seventh Army and USACOMZEUR. For each of these commands separate formats will be provided for the functional areas of supply, maintenance and transportation.

2.2 Samples of these Presentation Formats are contained in this volume, as follows:

<u>Format Number</u>	<u>Title</u>
R2-F1	Absence Rates - Military Personnel - Supply - USAREUR
R2-F2	Absence Rates - Military Personnel - Maintenance - USAREUR
R2-F3	Absence Rates - Military Personnel - Transportation - USAREUR
R2-F4	Absence Rates - Military Personnel - Supply - Seventh Army
R2-F5	Absence Rates - Military Personnel - Maintenance - Seventh Army
R2-F6	Absence Rates - Military Personnel - Transportation - Seventh Army
R2-F7	Absence Rates - Military Personnel - Supply - COMZEUR
R2-F8	Absence Rates - Military Personnel - Maintenance - COMZEUR
R2-F9	Absence Rates - Military Personnel - Transportation - COMZEUR

2.3 Secondary

Secondary Formats can be provided as required, furnishing data similar to that contained in the Primary Formats, at any level of command down to unit level. Such information will normally be required in areas found to be unsatisfactory as a result of deficiencies disclosed in the Primary Presentation Formats.

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R2-2. Primary and Secondary Presentation Formats (Continued)

2.4 When required, Secondary Presentation Formats can be provided, furnishing information on the absence of civilian personnel, either Department of Army Civilians or local nationals.

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R2-3. Unit of Measurement and Frequency of Presentation

3.1 Unit of Measurement:

Duty absence and non-duty absence, by category, as a percent of total time. In the Primary Presentation Formats, duty absence is categorized as either "Training", "Military Duty" or "Other". Non-duty absence is categorized as either "Leave" or "Other".

3.2 Frequency of Presentation:

The Primary Presentation Formats will be updated monthly by the addition of current information. A new format will be prepared quarterly, dropping information from the earliest quarter and leaving room for information for the new quarter.

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R2-4.

Goals and Standards

- 4.1** There are no standards prescribed in Army Regulations or other official documents regarding the availability of personnel.
- 4.2** The total anticipated available man-hours per month, per individual are taken into consideration in the establishment of TOEs. However, these man-hours are, as are all considerations in the establishment of TOEs, based on an assumed wartime situation in which there are major differences from a peacetime situation, not only in the sense of the normal work week but also in the sense that most of the reasons for absence from the work area (e.g., training, organizational and installational duties, leave, pass, etc.) do not exist in a combat situation. Therefore, it would be quite unrealistic to use such potential hours of productive work as a standard in the USAREUR environment.
- 4.3** In connection with the performance of work on previous contracts, APJ has made several studies in the area of manpower utilization, principally in the functional area of maintenance. The availability of logistic personnel in the USAREUR environment is considered to be quite comparable to the availability of maintenance personnel in CONUS, on which subject reliable information is available from actual field data. It is, therefore, recommended that an initial standard for each functional area of supply, maintenance and transportation be established, as follows:

Total Absence time as a percent of total time - 35 percent or less.

When sufficient data has been accumulated for analysis in the functional areas of supply and transportation, some revisions to this standard may be required.

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R2-5. Data Sources

- 5.1** The Seventh Army Support Command has an established Manpower Utilization Report, which is required to be submitted by maintenance units in that organization. This report is prepared and forwarded monthly to Seventh Army Support Command on Form AETZ-535(R). The information contained in this report meets the requirements for the data displayed in the Presentation Formats for this LMI, insofar as they pertain to the maintenance function within the Seventh Army Support Command.
- 5.2** A detailed system for maintenance man-hour accounting is prescribed in TM 38-750-1 for maintenance activities operated by other than TOE units. This accounting system involves the preparation of DA Form 2412 (Daily Exception Card), the Daily Labor Exception Listing (RCS-CSGLD-1072), (Optional at Major Commands), the Semi-Monthly Actual Labor Utilization Report (RCS-CSGLD-1073), and the Monthly Actual Labor Utilization Report (RCS-CSGLD-1074). These reports utilize the categorization of time as prescribed in TM 38-750-1. Neither TM 38-750 nor TM 38-750-1 prescribe the submission of these reports to any Theater command or National Maintenance Point. However, the preparation and maintenance of these reports is specifically prescribed, and they can therefore be presumed to be available in the organizations to which these instructions are applicable.
- 5.3** No data sources have been established for the reporting of the necessary information for this LMI for any other logistic personnel.

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R2-6. Actions Required

- 6.1 Establish a requirement that Seventh Army Support Command establish a report applicable to supply and transportation personnel containing the required information, and forward the results of these reports to the Office of DCSLOG USAREUR/Seventh Army.
- 6.2 Establish a requirement that all other USAREUR organizations establish a reporting system applicable to all supply, maintenance and transportation units, for the transmission of the required information to Headquarters, USAREUR/Seventh Army. For those organizations which are required, under the terms of TM 38-750-1, to prepare the Monthly Actual Labor Utilization Report (RCS-CSGLD-1074) a copy of this report would provide the necessary information with a minimum of additional reporting effort by the organizations. For such organizations not subject to the requirement for the preparation of that report, a report in a format similar to the Seventh Army Support Command Report AETZ Form 535(R) would furnish the necessary information and would require less administration at the organizational level.

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R2-7. Data Reduction and Processing Requirements

- 7.1 The information necessary to satisfy the requirements of this LMI does not necessarily require the consolidation of unit reports at Seventh Army Support Command and COMZEUR levels. Consolidation at such levels, consisting of the accumulation and summarization of absence time by category, is recommended. It is also recommended that these data be retained and the consolidation performed on computers, in order to satisfy requirements for Secondary Presentation Formats when the necessity arises.
- 7.2 Consolidation of information from unit reports can be performed in the Office of DCSLOG, USAEUR/Seventh Army manually. However in order that such information be available in a data retrieval system, on such a basis that information for Secondary Presentation Formats can be recalled for both past and current months, it is more desirable that this information be mechanized and the consolidation be performed on a computer, even though the actual computations involved are not sophisticated.

R2-8. Support Requirements

- 8.1 In view of the fact that the actual report formats in which the information necessary for the satisfaction of this LMI will be received at DCSLOG USAEUR/Seventh Army has not been finalized, it is not feasible to predict specific support requirements at this point. However, in order to provide some basis for calculation of total support requirements, it can be stated that an experienced analyst could probably perform the consolidation of all reports received for a one month period in one working day.

LMI R3: Funds: Requirements Versus Availability

R3-7. Data Reduction and Processing Requirements

- 7.1 None beyond current requirements, except for consolidation of unfinanced requirements into priority groupings as discussed in Section 6.

R3-8. Support Requirements

- 8.1 None beyond current requirements.